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[Redacted]
Deputy Director For Requirements and Evaluation
Intelligence Community Staff
 Washington, D.C. 20505

24 June 1988

MEMORANDUM FOR: DDR&E Ad Hoc Steering Group

SUBJECT: Project Status: Improving the Top-level Requirements and Evaluation Process [Redacted]

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REFERENCE: A. D/ICS Memorandum, DCI/ICS 7217-87, dated 11 January 1988, Subject: Strategic Plan for DDR&E [Redacted]

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B. DDR&E/ICS Memorandum to DDR&E Ad Hoc Steering Group, Subject: "The Intelligence Requirements Business: A Status Report," dated 19 May 1988, [Redacted]

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1. The referenced Statagic Plan indicated the assessed need for a project to improve the effectiveness of our requirements and evaluation business. I thought you would benefit in knowing that the DDCI recently reemphasized the importance of this project. His question to the ICS/REO was, "What is under way on the macro-effort to bring coherence to the many sets of requirements and measure gaps? The SSCI report I know used up a lot of time last year and different testimonies this year--but we mustn't lose sight of the main purpose (longer-range) of REO." The remainder of this memorandum provides the essence of our answer. [Redacted]

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2. We have not lost sight of this objective, even though we have been busy and preoccupied with other concerns over the last five months. As we have been able to clear away various pieces of work, we are refocusing our attention back on this topic. In any case, our effort essentially has been to implement the Strategic Plan along two tracks: one with the Intelligence Community and one with the Intelligence Community Staff (ICS). [Redacted]

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3. Within the Intelligence Community, our work so far has been to set the stage for a complete reexamination, leading to improvements. To this end, we sent you a copy of the Strategic Plan in January, and last month a copy of a report by two senior ICS officers. [Redacted] entitled, "The Intelligence Requirements Business: A Status Report." [Redacted]

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4. Here at the Intelligence Community Staff, where major aspects of our efforts have been occurring, we are resurrecting our effort on the basis of the following earlier work:

- o Several successive drafts of comprehensive proposals to modernize the top-level (i.e., between the policymaker, analyst, and collector) of the existing sets of requirements. The most recent proposal addresses the following:
 - First principles for intelligence requirements and evaluation.
 - A more coherent process for linking requirements and evaluation activities:
 - More active involvement of US civilian and military leadership in the process.
 - Better use of requirements and gaps in the process for justifying to the administration and before Congress our needs for budgetary growth.
 - Ongoing policy actions that require near-term intelligence specially tailored to support US leadership decisions.
 - Long-term objectives of the US National Security Strategy that require continuing expertise to support future policy actions.
- o An approach to integrate the National Intelligence Topics (NITs), the Foreign Intelligence Requirements Categories and Priorities (FIRCAP), and the Compendium of Future Intelligence Requirements (COFIR) and to index these requirements to the "Policy Guidance" described above.
- o The design for a data base, indexed to the integrated top-level requirements described above, to maintain an inventory of key intelligence gaps for use in evaluating and justifying future intelligence capability needs.

As expected, these draft proposals have received mixed reviews here at the Intelligence Community Staff. Before we could engage the substance--and resolve the concerns and problems--other subjects demanded our attention. Accordingly, we are not yet comfortable with a proposal suitable for review and comment by the Intelligence Community. []

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5. The approach we are using is to have a senior intelligence officer, [redacted] assess the existing process, prepare a detailed proposal for improving the top-level portion under the DCI's aegis, and acquire Intelligence Community coordination on a plan to implement the proposal. Our goal, at present, is to have the package ready for Intelligence Community review and comment between now and Labor Day. This package will address: (1) what is wrong with the existing process and needs to be fixed, (2) the proposed solutions together with a plan for their implementation (e.g., coordination by the National Foreign Intelligence Council and endorsement by the SIG-I Committee on Requirements and Priorities), and (3) the recommended actions for DDCI approval. [redacted]

6. Meanwhile, if you have any ideas on improving our requirements and evaluation business, or questions, please let me know. [redacted]

[redacted]
Douglas George

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